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Country programme recommendation**

Mexico

Addendum

Summary

The present addendum to the country note submitted to the Executive Board at its first regular session of 2001 contains the final country programme recommendation for Board approval.

It contains a recommendation for funding the country programme of Mexico which has an annual planning level of $1,000,000 or less. The Executive Director *recommends* that the Executive Board approve the amount of $3,430,000 from regular resources, subject to the availability of funds, and $9,900,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2002 to 2006.

* E/ICEF/2001/12.

** The original country note provided only indicative figures for estimated programme cooperation. The figures provided in the present addendum are final and take into account unspent balances of programme cooperation at the end of 2000. They will be contained in the summary of recommendations for regular resources and other resources programmes for 2001 (E/ICEF/2001/P/L.73).

01-59657 (E) 091101

Basic data[a] *(1999 unless otherwise stated)*	
Child population (millions, under 18 years)	38.8
U5MR (per 1,000 live births) (2000)	30
IMR (per 1,000 live births) (2000)	25
Underweight (% moderate and severe)	8
Maternal mortality ratio (per 100,000 live births) (1998)	55
Literacy (% male/female) (2000)	93/89
Primary school enrolment (% net, male/female) (1997)	97/97
Primary school children reaching grade 5 (%)	85
Use of improved drinking water sources (%) (2000)	88
Routine EPI vaccines financed by Government (%)	100
GNP per capita (US$)	4 440
One-year-olds fully immunized against:	
Tuberculosis	99 per cent
Diphtheria/pertussis/tetanus	96 per cent
Measles	95 per cent
Poliomyelitis	96 per cent
Pregnant women immunized against tetanus (1993)	42 per cent

[a] Excerpted from the publication "Progress since the World Summit for Children: A statistical review", prepared as a supplement to the Secretary-General's report "We the children: End-decade review of the follow-up to the World Summit for Children" (A/S-27/3), and therefore may differ from data contained in the text of this document.

The situation of children and women

1. The analysis of the situation of children and women in Mexico remains essentially the same as described in the country note submitted to the Executive Board at its first regular session of 2001 (E/ICEF/2001/P/L.30). In addition, recent data on indigenous people indicate that more than 80 per cent of them live in poverty. Some 55 per cent of indigenous households lack access to safe drinking water and 35 per cent lack electricity, while 76 per cent of indigenous children do not complete primary school, more than double the national average. The Government considers this a heritage of centuries of discrimination.

2. A joint study by the Government, UNICEF and non-governmental organizations (NGOs) entitled "Stolen Childhood" reveals that 16,000 children are victims of commercial sexual exploitation, including prostitution, trafficking, pornography and sex tourism. The problem is greatest in large cities, tourist areas and border cities. The latter also host an enormous number of children who have been repatriated from the United States after being detained for illegal entry. During the 1990s, over 260,000 unaccompanied children were repatriated at border cities. Although the problem has grown more slowly in recent years, many of these children remain stranded in conditions of high risk.

3. The Child and Youth Consultation 2000, through which 4 million children expressed their opinions, showed interesting perceptions by children of their rights.

For example, 28 per cent of children aged 6-9 years said that they are treated violently and abusively in their homes, with greater levels reported in rural areas (33 per cent versus 26 per cent in urban areas). While 10- to 13-year-olds feel more protected in the home (9 per cent report violent treatment and 17 per cent report abuse of authority), both age groups feel that violence and abuse are even more prevalent at school. These younger age groups also perceived an equality of treatment for boys and girls, with 80 per cent saying treatment was the same; however, this perception falls sharply among 14- to 17- year-olds, with 73 per cent saying they are treated alike at home and 62 per cent at school. In a strongly positive finding, 77 per cent of rural and 80 per cent of urban children aged 14-17 years believed that they received sufficient information about AIDS at school.

4. Juvenile justice in Mexico is still characterized as a tutelary system that treats children as objects of protection instead of subjects of legal rights. Procedures in juvenile crime cases do not follow the norms and standards established by the United Nations. The legal age for criminal liability varies between 16 years (in 12 states) and 18 years (in 19 states), while political rights are acquired at the age of 18 years. These legal facts, which are based on underlying beliefs about adolescent rights, must be important considerations for programmes concerning juvenile justice in the new country programme.

Programme cooperation, 1996-2001

5. The 1996-2001 country programme (E/ICEF/1996/P/L.47) aimed to contribute to the reduction of socio-economic, cultural, ethnic, geographic and gender disparities; the achievement of the goals of the World Summit for Children; and the promotion of the Convention on the Rights of the Child. Following the 1998 mid-term review (MTR), the programme was restructured to focus less on service delivery and more on advocacy and technical support for policy formulation. Since then, the programme of cooperation has comprised: (a) a programme for mobilization towards rights, with separate interventions in favour of children and women; (b) a basic services and local development programme with national and local components, including actions in child survival, special protection, child development and education, as well as area-based actions in six states; and (c) a public policies programme for disparity reduction.

6. UNICEF has given priority to supporting the National Committee for Children, which is responsible for following up progress on the World Summit goals. The Committee's annual reports have a major effect on raising public awareness and the commitment to child rights by the public and private sectors. The Baby-Friendly Hospital Initiative certified over 700 hospitals and raised the standards for certification. UNICEF collaborated with the National Integral Family Development System (*Sistema Nacional para el Desarrollo Integral de la Familia* (DIF)) on a study of children working in the streets and public places in 100 Mexican cities. In many of those cities, this study led to local plans of action for the eradication of child labour and increased public awareness of the need for protection measures.

7. UNICEF successfully advocated among all major political parties and provided technical assistance to promote the Law for the Protection of the Rights of Children and Adolescents, which was passed by Congress in April 2000. The law brings Mexico's federal legislation into accordance with the Convention on the Rights of the Child. While the corresponding legal reforms at state level are still pending, the new Government will support the application of the law. Mexico has also changed

its Constitution to include the concept of child rights, an action clearly influenced by UNICEF support.

8. In the framework of activities aimed at opening up spaces for the "voice" and participation of children and adolescents, in 1997 UNICEF promoted and co-sponsored with the Federal Electoral Institute the first national-scale children's elections, through which children voted for their most important rights. National consultations held in 1998 and 2000, the second one concurrently with the presidential election, represented an important exercise in education for democracy, and the results have become a vehicle for enhancing participation by children and adolescents.

9. UNICEF worked with universities to create graduate courses of study and research programmes that use the Convention as a theoretical framework for advanced degrees and analysis. A network of local academics sustains these activities.

10. UNICEF has established itself as a credible partner for Mexican society in terms of promoting child rights and improvements in children's well-being. This high credibility has resulted in important financial support from private enterprises and individuals through private sector development activities. There is still untapped potential in this area that needs to be developed.

Lessons learned from past cooperation

11. In addition to the lessons mentioned in the country note, UNICEF has learned that the strategic alliance with the mass media was essential to the promotion and approval of the Law for the Protection of the Rights of Children and Adolescents as well as the promotion of national rights consultations with children. There is a need to provide local private sector donors with information about the advantages of right-based programmes over more charitable approaches. Additionally, UNICEF needs to improve its reporting of results to donors.

12. As the Mexican economic and policy environment continues to evolve, there is now ample national capacity to fulfil functions that formerly required external assistance. For example, Mexico is self-sufficient in the production of pharmaceuticals and the principal vaccines. Not only is UNICEF support no longer sought in such areas, but Mexico may well become an important point of reference for other countries in the region on fulfilling economic, social and other rights.

13. In the "Pro-Maya" pilot project, governmental agencies and NGOs have been able to work together in a coordinated manner to improve primary education for indigenous children. UNICEF should expand its collaboration with these institutions and build on their first-hand knowledge of indigenous peoples and their culture when expanding the project to new municipalities and states.

Recommended programme cooperation, 2002-2006

	Estimated annual expenditure (In thousands of United States dollars)					
	2002	*2003*	*2004*	*2005*	*2006*	*Total*
Regular resources						
Child rights in public policy	273	279	180	176	176	1 084
Special protection of the rights of children and adolescents	82	72	110	103	96	463
Rights of indigenous children	132	125	168	168	156	750
Cross-sectoral costs	199	210	228	239	258	1 133
Subtotal	**686**	**686**	**686**	**686**	**686**	**3 430**
Other resources						
Child rights in public policy	348	351	484	494	503	2 180
Special protection of the rights of children and adolescents	498	703	684	746	817	3 448
Rights of indigenous children	593	870	800	795	792	3 850
Cross-sectoral costs	69	76	84	92	101	422
Subtotal	**1 508**	**2 000**	**2 052**	**2 127**	**2 213**	**9 900**
Total	**2 194**	**2 686**	**2 738**	**2 813**	**2 899**	**13 330**

Country programme preparation process

14. The country programme was prepared during the transition between successive national Governments and was enriched by the participation of the new authorities. The situation analysis was prepared over the course of the past year with the outgoing and incoming Governments, as were the strategy paper and country note. The situation analysis includes the latest official statistics concerning children and women, and has been reviewed by NGOs and academics from the Autonomous Metropolitan University.

15. The Common Country Assessment (CCA) has focused on the degree to which Mexico has reached the goals and commitments of relevant United Nations conferences, conventions and summits. The UNICEF programming process was guided by the shortfalls identified in terms of compliance with the Convention on the Rights of the Child and meeting the goals of the World Summit for Children. The United Nations Development Assistance Framework (UNDAF) is expected to be completed by end-2001, and United Nations partners have made important progress in defining their roles in areas relevant to the UNICEF programme.

16. The logical framework matrices used at the project level have been prepared through a series of workshops with such partners and counterparts as DIF, the National Indigenous Institute (*Instituto Nacional Indigenista* (INI)), the National Human Rights Commission, the National Women's Institute and the Ministries of Health and Foreign Affairs. Representatives from many NGOs and one university, along with public functionaries from four state governments, made valuable

contributions. The comments made by Executive Board members on the country note were also taken into account.

Country programme goals and objectives

17. The overall goal of the country programme is to ensure full compliance with the rights of children, adolescents and women, according to the obligations and responsibilities assumed by Mexico as a State Party to the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women. The objectives of the country programme are to: (a) make the principles of the two Conventions the central axis of state policies for children and women through ongoing processes of situation analysis, knowledge dissemination, and support for judicial, legal and administrative reform; (b) increase respect for the rights of children and adolescents in need of special protection through specific interventions in selected urban, rural and border areas in accordance with local conditions and major risk factors; and (c) improve compliance with the rights of indigenous children and adolescents in accordance with their cultural practices through community learning and "child-friendly" schools.

Relation to national and international priorities

18. The country programme is framed within the National Development Plan and the Law for the Protection of the Rights of Children and Adolescents at both state and federal levels. The Plan is expected to be an important vehicle for ensuring that all Mexican children get a good start in life and complete a basic education, and that adolescents have the opportunity to develop their capacities to the fullest and participate in a meaningful way in the development of their communities.

19. The new Government has shown particular interest in social development. It has opened a Presidential Office for the Development of Indigenous Peoples; introduced legislation to protect indigenous peoples' culture and human rights; and prepared major investment programmes for their communities, making the end of discrimination against these ethnic groups a national priority. The Government has also launched initiatives to protect the rights of street children and to prevent violence and commercial sexual exploitation, and has expressed strong support for the ratification of the Optional Protocols to the two Conventions. The programme of cooperation is closely related to these priorities, and will support and provide technical assistance to these efforts.

20. The country programme will support implementation and monitoring of the declarations of regional and Ibero-American forums, where Mexico has taken a leadership role, and of the United Nations Millennium Summit, the United Nations Special Session on Children and other international conferences.

Programme strategy

21. The programme strategy remains essentially the same as described in the country note. However, the comments made by members of the Executive Board have been addressed as follows. Gender issues are being treated as a cross-cutting theme in each of the three programmes; and combating domestic violence and sexual abuse are among the priorities of the special protection programme.

Similarly, educational activities and HIV/AIDS prevention are included in all three programmes. UNICEF coordination with other United Nations agencies in Mexico is being addressed in the CCA and UNDAF processes. None of the projects in the proposed programme of cooperation is considered to have any negative environmental impact.

22. A series of operational strategies will cut across the programme components: advocacy, communication, social mobilization and capacity-building; empowerment and strengthened participation of children, adolescents and women, especially from excluded social groups; limited support to strengthen social services in priority areas where marginalized social groups are concentrated; and identification and dissemination of best practices.

23. **Child rights in public policy**. This knowledge-based programme consists of three complementary and interactive projects designed to gather and disseminate knowledge about child rights and promote their application as part of legislative, judicial and administrative reforms. Outputs from this programme will feed into the programmes on special protection and the rights of indigenous children. UNICEF is expected to make major, direct technical contributions to the programme, and funding will come principally from regular resources.

24. Through the knowledge acquisition project, the country programme will generate more attention to child rights at all levels of society to mobilize support for the Global Movement for Children. UNICEF and counterparts, such as the Autonomous Metropolitan University and the National Bank of Mexico, will analyse the comparative and evolving situation of children and women, focusing on research projects, studies and data compilations that are useful to decision makers. All macro- or central-level research will be conducted as part of this project and will feed into the other projects of the country programme. The first priority will be a situation analysis of the indigenous population, to be undertaken with INI, NGOs and state governments, in order to create a baseline and measure any reduction in disparities. A second priority will be the analysis, with universities and such private research centres as Casa Saprin (an international initiative to review the impact of structural adjustment policies in different countries), of the distribution and effectiveness of public spending on basic services and investment in children and adolescents at federal and state levels. A third line of action will address such priority issues as the incidence and impact of HIV/AIDS, monitored with such national counterparts as the National Institute for the Prevention and Control of HIV/AIDS (*Instituto Nacional para la Prevención y Control del VIH/SIDA* (CONASIDA)); models and coverage of early childhood development (ECD) services, with NGOs and the Ministry of Education; and gender equity in public policies, with the National Women's Institute, which will be measured by explicit gender considerations incorporated in social policy documents.

25. The knowledge dissemination project will focus on increasing access by decision makers to information on the Convention on the Rights of the Child, the situation of children and women, and social sector spending and investment in order to contribute to more integrated public policies and more effective budgeting and spending. The project will inform children and adolescents about the transmission and prevention of HIV/AIDS. Information about ECD will be of a technical nature, intended for policy makers and educators, but it will also include a dimension for informing families about ECD, paying special attention to the involvement of fathers. Information about gender equity will be aimed at policy makers and public civil servants who are implementing gender-sensitive projects. Information and

knowledge will be channelled to such agencies as DIF and NGOs that provide services to dysfunctional families. Actions will include the development of university graduate courses on the two Conventions, training for decision makers and professionals working with children, and strengthening NGO networks for the application of the two Conventions. Sharing of good practices by federal and local agencies will help to foster collaboration between states. Progress will be measured by such indicators as the number of decision makers confirming receipt of useful information from UNICEF and the number of academic programmes with child rights in their curriculum.

26. The legislative, judicial and administrative reform project will promote the adjustment of federal and state standards and procedures to the stipulations of the two Conventions, with special attention to juvenile justice. With universities and the National Human Rights Commission, UNICEF will work to create permanent training programmes for judges, prosecutors, lawyers and other judicial administrators. Based on studies of federal and state legislation and of the impact on children and adolescents of the present juvenile justice system, actions will include: (a) technical assistance and training for the adjustment of legal, administrative and institutional mechanisms; and (b) support for governmental and non-governmental reports to the Committee on the Rights of the Child and the Committee on the Elimination of Discrimination against Women and the implementation of their subsequent recommendations. This project will also provide legal information to the other projects in the country programme. Success will be measured by such indicators as the number of pertinent legislative, administrative and legal reforms; the quality of legal decisions by officials trained in project workshops; and the number of states that adjust their legislation.

27. **Special protection of the rights of children and adolescents**. The programme will aim to increase respect for the rights of children in need of special protection in selected areas and in accordance with local conditions. While focusing on school drop outs, work exploitation and violence, it also will include actions for the prevention of HIV/AIDS, the reduction of adolescent pregnancy, the reduction of substance abuse and the promotion of good child-rearing practices. Success will require community participation and a gender perspective. The needs of young girls with regard to sexual abuse will be a priority, as will adequate support to adolescent mothers. The project will be targeted geographically towards urban children in the Federal district and other major cities; rural and indigenous children in the south-eastern states; and migrant children in cities with the most significant international migratory movements. Because they cover similar geographic areas and populations, the rural and border projects will be closely tied to the information-gathering and educational components in the programme for the rights of indigenous children. Funding will come primarily from other resources, with the level of funding determining the ultimate scope of the programme. It consists of three projects.

28. The special protection for urban children project will emphasize reducing child labour in streets, public places and the informal sector through increased school attendance and improved academic achievement; reducing violence and the commercial sexual exploitation of at-risk groups; preventing HIV/AIDS; improving the compilation of data and reporting of violence and sexual abuse; and strengthening the technical capacities of institutions working with marginalized urban children. Actions will include working with DIF in the training of service providers in public institutions and NGOs to implement rights-based models of intervention, academic reinforcement and after-school activities; the exchange of good practices and networking among service providers; training for parents and

other caregivers in ECD with NGOs and universities; conflict resolution within families, in cooperation with such entities as the National Women's Institute; the training of police departments that deal with children in need of special protection; and support for public information campaigns. Success will be measured by such indicators as the numbers of children working in public areas and the informal sector, the number of reported cases of sexual abuse, and the percentage of street children who attend and remain in school.

29. The special protection for rural children project will focus on enforcing laws and implementing policies for eradicating labour by children under the age of 14 years; protecting adolescents against exploitation in agriculture; and retaining children and adolescents in school. Curriculum reform will be undertaken, together with educational authorities and teachers, to include life skills, including HIV/AIDS prevention. Local labour inspectors will be trained and community surveillance committees against child labour will be created in collaboration with the Secretariat of Labour. The geographic focus on the rural south-east means that the project will complement the programme on the rights of indigenous children. Indicators of programme performance will include the numbers of rural children and adolescents working, dropping out and returning to school, and the numbers of work-related fatalities or injuries to children.

30. The project on special protection for children in border areas will focus on migration, particularly of at-risk children in cities that are the main crossing points on the northern and southern borders. Through DIF and NGOs, mechanisms will be created for reuniting families with their children who have migrated alone. An inter-institutional plan of action will be developed with NGOs and immigration and legal authorities to create a unified information system. Services for temporarily housing and caring for abandoned migrant children and adolescents will be strengthened. UNICEF will work with CONASIDA, the Ministry of Health and NGOs to ensure that migrant and potential migrant children are informed of the risks of contracting HIV/AIDS. Police and migration authorities will receive training to ensure that the rights of child migrants are respected. UNICEF will also analyse the possibility of creating effective plans of action with neighbouring countries for dealing with children who migrate internationally. Progress will be measured by the number of border children receiving attention, the number of state human rights offices working specifically on migrant issues and the number of children in border areas who are reintegrated with their families.

31. **Rights of indigenous children**. The programme will improve compliance with the rights of the group that experiences the greatest shortfall. Its two projects will focus on developing participatory learning processes for indigenous communities and creating "child-friendly" schools with a community perspective. Initially, the programme will operate through the ongoing "Pro-Maya" project in south-eastern Mexico and expand to other indigenous municipalities if funding permits. Given the high social vulnerability of indigenous peoples and frequent natural disasters in this zone, this programme will also include an emergency preparedness component. With the civil protection agency and the Red Cross, UNICEF will ensure that local emergency plans are in place in target communities, and support the protection and psychosocial rehabilitation of children affected by disasters.

32. The participatory community learning project will promote processes through which families and communities learn about child rights in culturally appropriate ways. Through such practical actions as registering their children at birth, parents will learn how to guarantee their children's civil rights. Good traditional child-

raising practices will be reinforced and used to teach the basics of ECD. Supported by NGOs and universities, communities themselves will diagnose the situation of their children and adolescents, and identify actions to improve their well-being. State human rights commissions will train community members and adolescents to set up and implement community-based surveillance systems on child rights, and to process and disseminate findings and results. The data produced will go into the information systems created through the knowledge acquisition project. With counterparts such as the Rigoberta Menchú Foundation, awareness-raising campaigns will be conducted on cultural diversity and on women's and children's' rights. Workshops and courses on life skills and preventive health, including HIV/AIDS, will be held with support from the Ministry of Education. Indicators will include increases in birth registration, the number of self-diagnoses by communities and the functionality of the community surveillance committees.

33. The "child-friendly" schools project aims at promoting high-quality, bilingual and multicultural basic education for indigenous children in "child-friendly" environments. With the support of INI, the content of curricula and teaching methods will be adjusted to local culture. Parents' associations will involve parents in school management and consider what special support girls need to stay in school. Activities will include teacher training by the National Council for the Promotion of Education, the Ministry of Education and NGOs; mobilization of the Government to improve school water and sanitation facilities and classroom equipment; the introduction of health and hygiene education; and the creation of a technical advisory committee to oversee the indigenous education model. Indicators will include the number of schools certified as "child-friendly" and the number of indigenous children who attend school and continue on to secondary education.

34. **Cross-sectoral costs** will cover certain programme and operations staff, as well as functions that support the entire programme.

Monitoring and evaluation

35. A monitoring and evaluation component incorporates baseline and target values, key indicators, main evaluations, studies, surveys and measurement methodologies into each programme as part of a five-year integrated monitoring and evaluation plan (IMEP). Indicators to measure programme progress will be collected by a variety of current and future social information systems. Mexico has sophisticated institutions that will be able to assure timely and accurate measurement and data collection. The achievements of the public policy programme will be the hardest to measure, requiring specific technical evaluations.

36. Most programme personnel have received training in the logical framework approach to project design and management. IMEP and this "log frame" methodology will be employed in joint actions with counterparts, which together with field visits will ensure accountability at the level of project execution. UNICEF and counterparts will monitor financial and programmatic progress on a quarterly basis and during annual reviews. The MTR of the country programme will be conducted in 2004.

Collaboration with partners

37. The Pan American Health Organization (PAHO)/World Health Organization will lead overall United Nations support to programmes for improved primary health care, with UNICEF emphasizing health education and promotion. Both agencies will support partners in HIV/AIDS prevention through the Joint United Nations Programme on HIV/AIDS (UNAIDS). Support by PAHO to healthy schools complements UNICEF support to "child-friendly" schools. The projects of the United Nations Development Programme on income and of the Food and Agriculture Organization of the United Nations on food security will complement the UNICEF programme on the rights of indigenous children. The work of the United Nations Office for Drug Control and Crime Prevention on education to reduce the demand for drugs will complement the UNICEF programme on special protection for adolescents. The United Nations Development Fund for Women will coordinate activities for women's rights through the inter-agency working group on gender issues. Led by the United Nations Population Fund, the working group coordinates activities to reduce teenage pregnancies. The United Nations Educational, Scientific and Cultural Organization will lead joint follow up on Education for All as well as support to the national programme to improve the quality of primary education, while UNICEF will focus on the reintegration of drop-outs, "child-friendly" schools in indigenous areas, and the coverage and quality of ECD. UNICEF will coordinate its actions against child labour through the United Nations steering committee, and will support the application of International Labour Organization Convention 169 on indigenous people's rights. The Office of the United Nations High Commissioner for Human Rights will coordinate with other agencies through the inter-agency working group on human rights and justice, chaired by UNICEF.

38. Both the Inter-American Development Bank and the World Bank are major lenders to the health sector, and the latter has recently approved a $20 million loan for HIV/AIDS prevention activities, which will support the work of UNAIDS. The Government is also receiving loans for the education sector. Establishing effective mechanisms for coordination with international financial institutions remains a challenge for the United Nations Development Group. Although Mexico's membership in the Organisation for Economic Cooperation and Development limits bilateral funding, technical cooperation agreements are in place with the Governments of Canada, Japan and the United States, as well as with the European Union and others in such areas as migrant labour, social development, education, cultural diversity, the environment and disaster preparedness. The National Institute for Technical Cooperation will support coordination between UNICEF and bilateral cooperation agencies.

39. Other resources are critical to the country programme and will derive largely from national sources. Although recent greeting card and product sales have been satisfactory, income from corporate alliances and individual donors has been well below market potential. The funding strategy will continue to cultivate members of the private sector, and will make a special effort to increase individual contributions through instruments such as "Check Out for Children", "Trick or Treat for UNICEF" and direct marketing. Additional financial partnerships will be sought with decision makers and the media. All of these links will be promoted as social co-responsibility to meet the country's obligations to children.

Programme management

40. As part of the implementation of the National Development Plan 2002-2006, the Government is currently reviewing mechanisms for coordination between public institutions and for the participation of NGOs and external support agencies. The new National Council for Childhood and Adolescence, headed by the President's Commissioner for Human and Social Development, will coordinate the development of social policies for children and the new agenda derived from the Plan and the United Nations Special Session on Children. Through this entity, UNICEF will seek coherence and synergy in its cooperation with national and subnational public counterparts. UNICEF will continue to hold periodic meetings with the NGO community and an advisory council of private sector and media representatives to expand relations with non-traditional partners. An informal working group on child rights, including children and adolescents, will be a sounding board for UNICEF and promote young people's participation in UNICEF-supported programmes.

41. The UNICEF office is being reorganized to ensure that it has the required competencies and an affordable structure. Teamwork will be essential, with an interdisciplinary technical staff working to link projects vertically within programmes and to link programmes and themes horizontally. Extensive staff travel to project sites and locally hired consultants will ensure adequate follow-up on annual plans of action at state and municipal levels. The country management team will establish annual management plans, monitor management indicators, and follow up on recommendations of yearly self-audits and other evaluations. Many activities in the public policy programme will be implemented by UNICEF, with the other programmes implemented by the Government and NGOs, which will be responsible to UNICEF for the correct use of funds, implementation and reporting. The UNICEF technical team will provide assistance, quality assurance and oversight, in accordance with agreements with each counterpart.

TABLE

COUNTRY : MEXICO
PROGRAME : 2002-2006

LINKAGE OF PROGRAMME BUDGET AND STAFFING/STAFF COSTS

PROGRAMME SECTION/AREAS AND FUNDING SOURCE	PROGRAMME BUDGET			POSTS a/										STAFF COSTS b/		
	RR	OR	TOTAL	D2/L7	D1/L6	P/L5	P/L4	P/L3	P/L2	IP	NP	GS	TOTAL	IP	LOCAL	TOTAL
REGULAR RESOURCES :																
CHILD RIGHTS IN PUBLIC POLICY	1,083,784		1,083,784	0	0	0	0	1	0	1	0	0	1	551,273	273,511	824,784
SPECIAL PROTECTION OF THE 1/	462,643		462,643	0	0	0	0	0.5	0	0.5	0	0	0.5	275,640	0	275,640
RIGTHS OF INDIGENOUS CHILDREN	749,774		749,774	0	0	0	0	1	0	1	0	0	1	551,273	0	551,273
CROSS-SECTORAL COSTS	1,133,799		1,133,799	0	0	0	0	1	0	1	0	2	3	551,273	534,141	1,085,414
TOTAL RR	3,430,000		3,430,000	0	0	0	0	3.5	0	3.5	0	2	5.5	1,929,459	807,652	2,737,111
OTHER RESOURCES :																
CHILD RIGHTS IN PUBLIC POLICY		2,180,071	2,180,071	0	0	0	0	1	1	2	0	0	2	695,524	0	695,524
SPECIAL PROTECTION OF THE 1/		1,448,225	1,448,225	0	0	0	0	0.5	1	1.5	0	0	1.5	624,227	0	624,227
RIGTHS OF INDIGENOUS CHILDREN		3,869,650	3,869,650	0	0	0	0	0	1	1	0	0	1	348,587	0	348,587
CROSS-SECTORAL COSTS		422,054	422,054	0	0	0	0	0	0	0	0	2	2	0	422,054	422,054
TOTAL OR		9,900,000	9,900,000	0	0	0	0	1.5	3	4.5	0	2	6.5	1,668,338	422,054	2,090,392
TOTAL RR & OR	3,430,000	9,900,000	13,330,000	0	0	0	0	5	3	8	0	4	12	3,597,797	1,229,706	4,827,503
SUPPORT BUDGET	Operating costs		745,800													
	Staffing			0	0	1	1	1	0	1	0	8	11	1,983,033	2,711,027	4,694,060
GRAND TOTAL (RR + OR + SB)				0	0	1	1	6	3	11	0	12	23	5,580,830	3,940,733	9,521,563
Number of posts and staff costs:																
Current programme cycle										8	3	16	27			
At the end of proposed programme cycle (indicative only)										11	0	12	23	5,580,830	3,940,733	9,521,563

RR = regular resources.
OR = other resources.
IP = international Professional.
NP = national Professional.
GS = General Service.
SB = support budget.

a/ Each post, regardless of its funding source, supports the country programme as a whole
b/ Excludes temporary assistance and overtime.

1/ SPECIAL PROTECTION OF THE RIGHTS OF CHILDREN AND ADOLESCENTS

E/ICEF/2001/P/L.30/Add.1